

Course Outline

Course Title	Managing international business challenges with a focus on global marketing
Instructor(s)	<ul style="list-style-type: none"> • <i>Thomas Freudenreich MSc., Tatiana Karpukhina PhD., WU Vienna</i> • <i>Ing. Jorge Almada MBA, UDTD</i>
Language of instruction	<i>English</i>
Course level	<i>Undergraduate (intermediate to advanced level)</i>
Total hours	<i>200 hrs/8 ECTS-Credits</i>

Aim of the course

This course is intended to provide students with an in depth understanding of international business in the context of globalization. Special focus will be put on international marketing decisions. Such understanding will involve doing business in foreign markets and the challenges facing firms entering new and unfamiliar environments. Moreover, this course will focus on strategy aspects to provide a more comprehensive picture of international business challenges.

Through participating in the seminar, the students will learn to understand the challenges in contemporary international business.

Among other topics, we will focus on

- evaluating international business environments,
- highlighting the international business environment in Europe and Argentina
- investigate the economic conditions for companies doing business in Argentina
- assessing and selecting foreign markets,
- analyzing customer segments, targeting and positioning,
- designing suitable marketing strategies to serve international markets (covering product, communication, distribution and pricing),
- meeting the challenges of managing strategy and knowledge flows.

Students will be able to apply the course content to **a real-life project**. They will be asked to develop a strategic market entry plan for introducing an Austrian product or service to Argentina or an Argentinian product or service to Austria. The final report will be presented in class and within a written report.

Learning Objectives

During this course students will learn to find their way around complex international business topics

- conduct research to solve specific challenges in international business through relevant secondary data sources,
- gather and filter information efficiently and effectively on a specific research topic,
- organize teamwork in culturally diverse teams including presentation skills,
- shift material quickly and efficiently, structure it into a coherent argument and present it in a concise way,
- develop critical thinking and defending their developed arguments in written format.

Intended Learning Outcomes

After this course, students will have improved in

- structuring complex international business topics with a special focus on international marketing aspects,
- conducting research to solve specific challenges in international business through relevant secondary data sources,
- gathering and filtering information efficiently and effectively on a specific research topic,
- organizing teamwork in culturally diverse teams including presentation skills,
- shifting material quickly and efficiently, to structure it into a coherent argument and to present it in a concise way,
- developing critical thinking and defending their developed arguments in written format.

Teaching Methods

The course integrates various teaching methods such as theory lectures, discussions, company visits and a group project. Substantial classroom discussion is encouraged and expected. All students are required to work on the group project during the seminar.

Attendance throughout the course is mandatory.

Field Trips

There are two offsite scheduled activities of interest from International Business perspectives, Toyota Manufacturing Facility, (2/13), and La Fuerza Bar (2/18), as we are planning in advance, days/places can change according to availability.

Pre-course assignment (WU)

Please note that the pre-course assignment is part of the total workload for the course.

Your task: Analyze the market position of an Austrian brand on Chilean market and give recommendations for the brand expansion. Keep in mind, the brands in focus are already present on the Chilean market but do have expansion potential – uncover this potential.

Task focus:

- Brand: Atomic or KTM (select one, the choice is up to you)
- Market: Chile

Deliverable: A **clear and concise** one-pager poster or infographic including status quo analysis insights (market and brand), identified development potential, possible challenges / barriers and risks, recommended goal and action strategy.

Format:

- One-pager submitted in PDF format.
- Title including brand and industry selected,
- Data and visual elements to support your analysis (pictures, charts, graphs, metrics, maps, references, etc.)
- Concise and clearly defined take-aways, goals and strategies (use short sentences & bullet points)

Key assignment components:

- Get familiarized with the brand you chose:
 - What product categories does it offer in Chile?
 - What product categories does it offer in other export countries and in Austria?
 - What other product categories could be introduced on Chilean market?
- Analyze the industry and the market status quo of your chosen brand"
 - Who are the key players?
 - What are the potential target groups?
 - What are the market niches?
- Analyze the brand's position on the Chilean market?
 - Status quo (product, distribution, communication, etc.)
 - Potential
- Think of the possible goals for expansion
 - Weight the potential against barriers and risks
- Think of the possible strategies for expansion:
 - What products strategy? Should a product be adapted in some way?
 - What distribution strategies?
 - What communication strategies?
 - How do you mitigate your risks?

Tips for success:

- The solution possibilities are broad. After a brief investigation define the scope of your focus and keep within it.
- Use frameworks to organize and structure information: For example,
 - PESTEL (Political, Economic, Social, Technological, Environmental, Legal),
 - SWOT (Strengths, Weaknesses, Opportunities, Threats)
- Look into Porter's 5 forces to analyze competitive landscape in Chile
- Clearly phrase and outline the market niche / opportunity that you've identified. Clearly state how the product fits into it.

- Use cultural insights to understand the customer groups. For example, look into Hofstede cultural dimensions.

Deadline:

Please submit the pre-course assignment by 10th of January end of day.

Please upload your assignment to canvas.

Questions and Clarifications: If you have any questions about the pre-course assignment please reach out to thomas.freudenreich@wu.ac.at. In case you decide to reach out, please do so early to ensure timely response.

Grading – WU Students

WU Students will be assessed on their:

- Pre-course assignment (ability to assess the market and current brand positioning, uncover market potential, draw conclusions and recommendations)
- Ability to understand the strategic issues related to International Business and International Marketing initiatives.
- Active participation in class
- The quality of the project report and presentation - by quality in this context we mean the clarity and persuasiveness of each bit of the work.
- Peer review, i.e., ability to work in teams. Students failing to participate in their teams will lose the mark for that piece of work.

Assessment	
Individual	
<ul style="list-style-type: none"> • Pre-course assignment 	30%
<ul style="list-style-type: none"> • In-class participation (class work engagement, discussion participation, on-going assignments) 	5%
<ul style="list-style-type: none"> • Class attendance 	5%
In-Group	
<ul style="list-style-type: none"> • presentation of group project 	30%
<ul style="list-style-type: none"> • final report 	30%

The following evaluation scheme is applied:

Grade	Points	Description
1	90 +	Exceptional, outstanding and excellent performance. Normally achieved by a minority of students. These grades indicate a student who is self-initiating, exceeds expectation and has an insightful grasp of the subject matter.
2	89-75	Very good, good and solid performance. Normally achieved by the largest number of students. These grades indicate a good grasp of the subject matter or excellent grasp in one area balanced with satisfactory grasp in the other area.
3	74-65	Satisfactory, or minimally satisfactory. These grades indicate a satisfactory performance and knowledge of the subject matter.
4	64-51	Marginal Performance. A student receiving this grade demonstrated a superficial grasp of the subject matter.

Failed	50 and below	Unsatisfactory performance
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Grading – UTDT Students

UTDT Students will be assessed according to the following criteria:

Assessment	
Individual	
<ul style="list-style-type: none"> Final Test 	40%
<ul style="list-style-type: none"> In-class participation (class work engagement, discussion participation, on-going assignments) 	20%
In-Group	
<ul style="list-style-type: none"> presentation of group project & final report 	40%

Course literature

Hollensen, Svend (2020) Global Marketing, 8th edition, Pearson

Course material

The instructors will use a variety of teaching methods comprising readings, lectures, case analysis, videos, class exercises, current events discussions, guest speakers, and a team project. For the case studies, a separate download link will be provided in due time.

Further readings suggested by the lecturer(s)

Literature and other course material will be communicated to participating students in due time before the ISP Argentina program starts.

Detailed Schedule		
WEEK 1		
February 3 9:00-12:30	Introduction to the course <ul style="list-style-type: none"> • Introduction to course, project kick-off • Team formation • Factors driving internationalization 	Freudenreich
	Environmental analysis; market assessment & selection <ul style="list-style-type: none"> • Factors driving internationalization (cont.) • PEST 	
Afternoon/Evening	Work on Project	
February 4 9:00-12:30	Culture <ul style="list-style-type: none"> • Culture, Time, Distance, Hi/Low Context • Eastern/Western, Language, Gestures Consumer Culture Marketing Research <ul style="list-style-type: none"> • Appropriate research design in IMR • Selected methods for data collection • Equivalence in MR • MR challenges in IM and how to deal with them 	Freudenreich
Afternoon/Evening	Work on Project	
February 5 9:00-12:30	Segmentation, targeting & positioning in global markets <ul style="list-style-type: none"> • How to select attractive target groups • International positioning strategies • Country-of-origin-concept How to select attractive target groups	Freudenreich
Afternoon/Evening	Work on Project	
February 6 9:00-12:30	Introduction to international marketing mix decisions <ul style="list-style-type: none"> • Standardization vs adaptation • Different consumer culture positionings Introduction to global Product Decisions <ul style="list-style-type: none"> • Levels of product and possibilities of standardizing/adapting • Dimensions of product and possibilities of standardizing/adapting 	Freudenreich

	<ul style="list-style-type: none"> • Circumstances causing risk and ways to minimize risk of purchase 	
Afternoon/Evening	Work on Project	
February 7 9:00-12:30	Business Environment in Argentina <ul style="list-style-type: none"> • Global Economy & Emerging Markets • Doing Business in Argentina – Idiosyncrasies • Final Project Guidelines 	Freudenreich & Almada
Afternoon/Evening	Work on Project	

WEEK 2		
MILESTONE 1: please send your milestone ppt to all faculty by February 12, 8:00 am		
February 10	International Commercial Strategy <ul style="list-style-type: none"> • Emerging Industries • B2B & Global Trade • Globalization 	Almada
February 11	Global Distribution Decision <ul style="list-style-type: none"> • Designing global distribution channels • Monitoring distributing channels Global Marketing; Intl. Marketing Dept. Structure	Almada
February 12 9:00-12:30	International Operations & Argentina Infrastructure <ul style="list-style-type: none"> • WTO, Trading Blocs • Production, Supply & Logistics • Argentinian Logistic Infrastructure 	Almada
Afternoon/Evening	Work on Project	
February 13 9:00-12:30	Market Entry Modes <ul style="list-style-type: none"> • Entry modes in detail • International performance exercise 	Almada
February 14 9:00-12:30	Global Communication Decisions <ul style="list-style-type: none"> • How to develop an integrated marketing communication strategy • Worldwide ad spending and media use • Standardization vs adaptation in communication activities across markets 	Almada

Afternoon/Evening	Work on Project	

WEEK 3		
MILESTONE 2: please send your milestone ppt to all faculty February 19, 8:00 am		
February 17 9:00-12:30	Global Pricing Decisions <ul style="list-style-type: none"> • Global pricing strategies • Price standardization vs. Differentiation • How to set prices for foreign markets challenges in international pricing 	Karpukhina
February 18 9:00-12:30	Global Innovation and New Product Development <ul style="list-style-type: none"> • Open Innovation • Reverse Innovation • Innovation dissemination • Current cases and practices 	Karpukhina
Afternoon/Evening	Work on Project	
February 19 9:00-12:30	Contemporary Cases and Issues in International Marketing <ul style="list-style-type: none"> • Global CSR strategies • Ethical Marketing • Latest tools of global marketing 	Karpukhina
Afternoon/Evening	Work on Project	
February 20 9:00-12:30	Delivering your message right <ul style="list-style-type: none"> • Presentation & communication workshop • Final Project Preparation 	Karpukhina
Afternoon/Evening	Work on Project	
February 21 9:00-12:30	Final presentations <ul style="list-style-type: none"> • Attendance of final presentations –projects • Feedback session on projects • Feedback session on overall three weeks 	Almada & Karpukhina

Team Project (in detail)

The objective of this project is to provide you with experience in developing a strategic marketing plan for introducing an Argentinian product or service to Austria OR an Austrian product or service to Argentina. The project allows for applying the theoretical knowledge acquired in the theory sessions, within the reading material as well as the learning from corporate events.

In the first session, you will be provided with brief introduction into the project description. You are expected to utilize data resources available on the Internet, at UTDT and WU Vienna and other sources to substantiate your analysis and recommendations. You will present your analysis and recommendations during the last week in a plenary session AND provide a written project report.

Project Deliverables:

Written Report: Based on your analysis (described above), a report of no more than 10 pages, 1,5 line-spaced, 12-point font, 1" margins (with no more than 5 additional pages of Appendix) should be drawn up. **The report needs to be submitted by the deadline. Please make sure that you reference correctly as per an internationally accepted referencing style such as APA or Harvard style (e.g., <https://owl.english.purdue.edu/owl/section/2/>).**

Group Work: The purpose of group work is to enhance your skill in working collaboratively. All members of the group will receive the same grade if everyone makes a fair contribution to the project. A peer evaluation will be given at the end of the course. The instructor may adjust the final grade based on the peer evaluation results.

Research Quality and References: Students should demonstrate that they have completed appropriate research for the project. Accordingly, they should use a wide range of resources (electronic or otherwise). In the written report, it is essential to properly cite the sources used for the research, including internet sources. In doing this, please make sure to use parenthetical citations (not footnotes) in the body of the text and include an alphabetized reference list of all your sources at the end of the paper. The list should be formatted in an internationally accepted referencing style. In accordance with the university's policy on academic honesty plagiarism will not be tolerated. AI tools, such as ChatGPT, may be used for doing research on certain topics (e.g., for the communication project), but not with the development of written assignment (e.g., text, reflections, etc.). In any case, please identify in a short sentence, if you have used AI tools, how/what for you used them. This is important as all assignments will be checked for plagiarism and use of AI.

If, after reading the Academic Integrity section below, you have questions about what constitutes plagiarism please contact the instructors for clarification.

Course Project Recommended Structure

This is a potential outline for your project. Please check with faculty, if you have any questions how this applies to your project.

Criteria	Weight	Score
Content (80%)		
<p>Phase I: Foreign Country Environment</p> <ul style="list-style-type: none"> ❖ Comprehensiveness - Discuss most of the issues or elements relating to the economy, political, legal, cultural, or the other uncontrollable in the chosen country relevant to the product/service. ❖ Relevance: The information is relevant to marketing program and recommendation. ❖ Depth: The analysis about the chosen country is insightful. ❖ Support: Use data and apply the course content to support the arguments. 	15	
<p>Phase II: Segmentation and Entry Mode Choice</p> <ul style="list-style-type: none"> ❖ Customer Analysis-Segmentation and Targeting (8 points) <ol style="list-style-type: none"> 1. Identify multiple segments in the industry by applying benefit or psychographic segmentation as the general basis. 2. Have identified most of the major segments (a reasonably exhaustive set - not just one or two segments). 3. Have chosen the target segment(s). 4. Explain why the approach is reasonable. ❖ Entry Mode (7 points) <ol style="list-style-type: none"> 1. Identify multiple options to enter the country by using the concepts or frameworks learned from the course. 2. Explain why you choose this entry mode not the other. 	15	
<p>Phase III: International Marketing Mix Program ❖</p> <p>Product (10 points):</p> <ol style="list-style-type: none"> 1. Objectives 2. Product Concept (Core, actual, augmented) 3. Product standardization or adaptation (discretionary or mandatory) and rationale 4. Country-of-origin effect <p>❖ Channel (10 points):</p> <ol style="list-style-type: none"> 1. Objectives 2. Approach & rationale: Wholly owned, Independent, company+ independent, Agent 3. Channel Member Selection & Incentives 4. Physical distribution 	45	

<ul style="list-style-type: none"> ❖ Communication (10 points): <ol style="list-style-type: none"> 1. Objectives 2. Communication mix (i.e. advertising, sales promotion, public relations, direct selling, personal selling) 3. International communication barriers & strategies 4. Media planning & rationale (i.e., newspaper, TV, radio, magazines, direct mail, and internet) ❖ Price (10 points): <ol style="list-style-type: none"> 1. Objectives 2. Strategy & rationale (transfer pricing and first-time pricing) 3. Price escalation: factors contributing to price escalation an methods dealing with it 4. Price points & rationale ❖ Business viability (5 points): <ol style="list-style-type: none"> 1. sales forecast for three years 2. tentative marketing budget 		
<p>Phase IV: Recommendation & Implementation</p> <ul style="list-style-type: none"> ❖ Summarize the strategic actions managers should take. ❖ Discuss the timeline and specific actions to implement the plan. ❖ Provide a brief analysis: sales volume and revenue forecast, cost and expenses items, and calculate profit and loss. 	10	
Style (20%)		
<p><i>Flow and clarity of discussion</i></p> <ul style="list-style-type: none"> ❖ clearly written and well constructed arguments ❖ appropriate heading and grammar ❖ did not go over page limit 	5	
<p><i>Logical and consistent argument</i></p> <ul style="list-style-type: none"> ❖ convincing logic and consistent arguments ❖ sufficient support with research data and analysis 	10	
Overall Grade	<u>100</u>	

Group Presentation: Depending upon the class size, each group will be allotted 30-45 minutes (inclusive of Q&A) to present the results of their research. The evaluation criteria for this portion of the assignment will be rated as follows:

Presentation Content

(5= Outstanding/ 1 = Unacceptable)

- Cohesive/well organized/logical flow _____
- Comprehensive/addressed the major Issues _____
- Purpose and direction of presentation were made clear _____
- Conclusions and Recommendations logically followed from analysis _____
- Overall persuasiveness _____

Presentation Style

- Presenters knew the material _____

Presenters were professional in their appearance and style	_____
Presenters demonstrated conviction/enthusiasm for the topic	_____
Use of visual aids contributed to audience’s understanding	_____
Team fielded questions adequately	_____

Peer evaluations: The purpose of group work is to enhance your skill in working collaboratively. All members of your group may not receive the same grade. Individual grades may be adjusted for relative contribution as indicated by peer evaluations.

Academic Integrity:

Students are expected to carefully review the following points discussing academic integrity and group projects that have been adopted by our Faculty. Acts of academic dishonesty include, but are not limited to, the following:

- **using** the exact words of a published or unpublished author without quotation marks and without referencing the source of these words.
- **duplicating** a table, graph or diagram, in whole or in part, without referencing the source.
- **paraphrasing** the conceptual framework, research design, interpretation, or any other ideas of another person, whether written or verbal (e.g. personal communication, ideas from a verbal presentation) without referencing the source.
- **copying** the answers of another student in any test, examination, or take-home assignment.
- **providing** answers to another student in any test, examination, or take-home assignment.
- **taking** any unauthorized materials into an examination or term test (crib notes).
- **impersonating** another student or allowing another person to impersonate oneself for the purpose of submitting academic work or writing any test or examination.
- **stealing** or mutilating library materials.
- **accessing** test prior to the time and date of the sitting.
- **changing** name or answer(s) on a test after that test has been graded and returned.
- **submitting** the same paper or portions thereof for more than one assignment, without discussions with the instructor(s) involved.

Students should be aware that all instructors reserve the right to use plagiarism detection software program(s) to detect plagiarism for essays, term papers and other assignments.